

**ASSESSING THE IMPACT OF HUMAN RESOURCE PLANNING ON
ORGANIZATION PERFORMANCE: THE CASE OF TANZANIA PUBLIC
SERVICE COLLEGE IN TANGA REGION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: “*Assessing The Impact of Human Resource Planning on Organization Performance: The Case of Tanzania Public Service College in Tanga Region*” in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Alumbwage Simon Hussein**, do hereby declare that this dissertation is my own original work and that it has not been submitted and will not be submitted for any academic award in any other University for a similar or any other degree award.

.....

Signature

ACKNOWLEDGEMENTS

First and foremost, I give special thanks to my Lord God who gave me healthy, strength and capabilities to accomplish the course as required. This dissertation would not have been completed without the support of my supervisor Dr. Salum S. Mohamed who guidance made completion possible. My Special thanks and appreciation also go to my beloved Husband Justin Challe for his encouragement, moral support, prayers and general understanding during the period of my absence for the studies at the University.

I also acknowledge Tanzania Public services college respondents in Tanga Region, who responded to my questionnaires and provided me with valuable information which enabled me to accomplish this dissertation. I owe a great debt of gratitude to the Open University of Tanzania staff for allowing me access to their rich resources and for the privilege of learning from them. Many individuals, especially my classmates and friends, supported and contributed to the accomplishment of this study, I am deeply grateful to each one of them.

DEDICATION

This work is dedicated to my late parents Mr and Mrs H. Mpumilwa, my Lovely Mother Tabia Kitosi, my sister Sophia Mpumilwa my young brother and sister Stanford and Rebecca for their prayers, devotion, encouragement as well as general understanding of the importance of education which facilitated the completion of my studies. To them I say thank you.

ABSTRACT

The success of an individual or an organization in performing tasks to achieve the desired goals depends on the extent of planning for various aspects. As planning process rely on human resource for undertaking the exercise, this study examined the impact of human resource planning on organization performance by engaging Tanzania Public Service College located in Tanga Region. The study involved a total of 100 respondents who were sampled through purposive sampling to normal staff meanwhile; simple random technique was employed to obtain top managers and head of departments. The data were collected through structured and unstructured interviews, direct observation, and the closed and open-ended questionnaires which were later subjected into qualitative data analysis plan and through the Scientific Package for Social sciences-SPSS. The study findings revealed that succession planning increased job satisfaction among employees of Public Service College in Tanga hence employee's retention, increased student enrollment, increase number of graduates, and motivated employees to perform better. The available findings indicate that there is relationship of staff appraisal and employee career development. The employees express positive attitudes towards HRP hence satisfaction and commitment and willing to perform more beyond their official responsibilities. Respondents indicated that the budget available was inadequate to cover the staff needs for HRP at Tanga Public Service College. The study recommends that Tanzania Public Service College to increase budget allocation for HRP programmes and work in collaboration stakeholders to establish effective policies that will govern how HRP programmes will be developed and implemented.

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LIST OF ABBREVIATIONS

FGDs	Focus Group Discussions
HRM	Human Resource Management
HRSP	Human Resource Strategic Planning
HRP	Human Resource Planning
HR	Human resource
IOM	International Organization for Migration
LGRP	Local Government Reform Programme
MDC	Morogoro District Council
MKUKUTA	Mpango wa Kutokomeza Umasikini na Kukuza Uchumi Tanzania
PMO-RALG	Prime Minister's Office, Local Government Authorities
RBV	Resource-Based View
ROI	Return of Investment
SARS	Severe Acute Respiratory Syndrome
SPSS	Statistical Package for the Social Science
TPSC	Tanzania Public Service College

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Organizational effectiveness are measured or evaluated through indicators of performance set by the evaluator or through standardized set of observable behaviours. Abdullah (2009) explains that performance as the behaviour and outcomes that employees demonstrate when engaged in some operations linked with or contribute to organizational goals. To establish the level of performance, organizational performance in most firms are measured in relation to the sales growth, return of investment (ROI), market share gains and overall competitive position (Abhishek, 2009). It is therefore clear from the argument that, performance is related to the extent to which an employee or an organization is able to accomplish assigned tasks and how the accomplished tasks contribute to the realization of the organizational goals. Blaskey (2002) theorizes that performance is a function of ability and motivation.

Though measures of organizational performance are influential in determining effectiveness and efficiency, measures have been widely criticized for non-inclusion of other relevant variables (Amin & Abu, 2010). One of variables significant for measuring organizational performance recognized by research is the context of performance. Azreen (2011) posits that performance is a function of capacity (ability, health, intelligence, education etc.), willingness (motivation, job satisfaction, status etc.) and opportunity to perform (tools, equipment, working conditions, co-worker and leader behaviour etc.). Similarly, Abdullah (2009) distinguishes between the

components-actual behaviors that constitute performance, determinants-human and technological capabilities required for individuals to achieve the behaviors and antecedents -factors which influence differences in each of the required capabilities of performance.

Exemplifying on negligence on human resource in health sector, IJsselmuiden, Marais, Becerra-Posada, and Ghannem (2012) report Africa's performance capacity has grown in recent years as it was uncoordinated, small-scale and driven from outside the continent. To make the African human resource effective, the contribution of international community is necessary to make human resources planning a key part of global and national agendas by working with Africans through research and practices for better organization. Efforts to strengthen human resources capacity for organization must include training individuals but also creating enabling environments — a "system with people who have skills including administration and management, priority setting, networking and leadership, translation into policy and action, dissemination, advocacy, and ethics", write the authors.

Human resource building activities currently overlap between sectors- health, science and technology, and higher education as a result, gaps are not addressed systematically. Though international community is necessary for the growth of human resource sector in Africa, Legum (2008) recommends that African countries develop a coordinated strategy to build their own capacity. The development of human resources has remained to be necessary with greater collaboration between international funders and African states. The collaboration should be encouraged for

capacity building through research programmes and that current effort should be diversified and evaluated to measure their effectiveness.

During the localization era, human resource planning (HRP) and development occupies a very privileged position in the country's national plans since independence. Efforts to rejuvenate HRP at national, sectoral and organizational levels have been initiated as part and parcel of the public sector reforms which are currently being implemented in the country Mutahaba (1989). At independence, Tanzania had a critical shortage of trained human resources to staff the new organizations/institutions, let alone replacing the colonial officers who would have to be relieved of their responsibilities in existing structures.

The enormity of the problem was indicated by the fact that at independence in 1961, the institutional and human capacities were quantitatively and qualitatively atrocious by any standards. For instance, Kwesigabo et al. (2012) identify that there were only 12 local qualified doctors, making the doctor-population ratio stand at 1:870,004. The country had only 21 University graduates in all disciplines and only 11 were indigenous Tanganyika's, including one woman (Luhanjo, 2006). Meanwhile at the independence, there were 41 public and private secondary schools with enrolment of 11,832 students in secondary schools out of which only 176 were in the sixth form. There were only 60 Tanganyika students who were admitted in University colleges of East Africa and abroad (Legum, 2008). Moreover, the adult literacy rate was about 20 percent (Mutahaba, 1989). Thus, the study intends to examine impact facing human resources planning in public organizations in Tanzania while taking Tanzania Public Service College in Tanga region as a source of data. Tanzania Public Service College

in Tanga region has department with the total number of 150 employees. Its headquarters are in Dar es Salaam and the human resources activities are centralized at the headquarters. All these branches and various departments at the headquarters need the right staff at the right place and at the right time, all the time in order to attain organization's goals.

1.2 Statement of the Research Problem

As HRP is necessary through forecasting, developing and controlling systems in an organization or firm to have the right number of personnel to undertake duties for efficiency and effectiveness (Geisler, 1987), the process seem to have attracted the researcher to examine the activity. The researcher examines the HRP in the view that outstanding results of an organization are possible through its effective use. The study was undertaken to enlighten the public that success of the employee is a central event in the life of any organization (Beach, 1986) whose planning is central just as soft human resource.

Without HRP, an organization would fail to prepare for career development of an employee, and fund allocation for various occasions including death of a person in the organization. This has made HRP becoming of more important to be undertaken for reducing problem facing development and production of internal future plan, poor design and developing of a good HRP which acts as the road map. In addition, HRP has survived as an important platform for preparing the future success for the organization once their current employees retired, dead or resign from their position. Despite its importance, Kabagire (2006) reports that public organization in both central and local government experience many challenges though success of any

strategy like those involved in MKUKUTA by the Prime Minister's Office [PMO-RALG] and local government authorities [LGAs] which minimally involved main actors responsible for its implementation. Minimal involvement of the main actors in planning for strategies requiring human resources in implementation hampers achievement of all those strategies (Kabagire, 2006) as development of human resource is important vehicle in the achievement of the goal of the LGRP (Ngware, 2005; Ngwilizi, 2002).

The problem is further amplified by fewer researchers focus on identifying the importance of HRP in preparing the future employees performance for their organization success. Poor planning for human resources is common in several, government agencies and political parties as all these systems poorly prepare their employees for handling serious duties affecting office performance even in an exchange or replacement of staff. This study was carried-out in the view that lack of evidence supporting HRP practices to improve organizational performance through.

1.3 Research Objectives

1.3.1 General Objective

The general objective of this study was to assess the impact of Human Resource Planning on organization performance, a case study of Tanzania Public Service College in Tanga Region.

1.3.2 Specific Objectives

- (i) To examine the extent to which career planning influence the performance of the Organization.

- (ii) To establish the relationship between human resource planning and staff appraisal in the organization.
- (iii) To determine factors affecting the effectiveness of Human Resource Planning in the organization.
- (iv) To identify the benefits of implementation of communication and feedback in the organization with reference to human resource planning.

1.4 Research Questions

- (i) To what extent do career planning influence the performance of the Organization?
- (ii) Is there any relationship between human resources planning process staff appraisal in the organization?
- (iii) What are the factors affecting the effectiveness of HRP in the organization?
- (iv) To what extent implementation of communication and feedback in HRP contributes to the organization performance.

1.5 Significance of the Study

The study has both academic and practical usefulness. Academically, the study was a partial fulfillment to the Master's programme in Human Resources Management. On the other hand, the findings would make Tanzania Public Service College in Tanga region management and other stakeholders informed about challenges facing HRP in public organizations and more specifically, the challenges facing HRP in Tanzania Public Service College in Tanga and related colleges for intervention. Furthermore the study would offer Tanzania Public Service College in Tanga region management the ways to improve HRP in Tanzania Public Service College in Tanga region. The

study also contributes to relevant knowledge on the impact of HRP in public organizations. Also these study findings sheds light into HRP issues to other stakeholders other than Tanzania Public Service College in Tanga region as a way to improve HRP in their respective organizations.

1.6 Scope of the Study

The study on HRP could be discussed in both levels such as internationally, nationally as well as at the organizational level. However, much consideration of this study was on organizational level basically at Tanzania Public Service College in Tanga region. Specifically, the study focuses on the impact of HRP on organization performance.

1.7 Organization of the Study

This study is organized into five chapters. The first chapter presents the problem and its context. Chapter two reviews the literature related to the study. Chapter three presents the research methodology which shows the research procedures and techniques that were used in conducting the study. Chapter four presents and discusses the findings while chapter five provides the summary of the study, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of literature review tends to revolve around the notions that in order to extract maximum out of the individual, the human resource Planning needs to be seen as a strategic way of success in the organization. However the literature review will help to gain knowledge of the subject matter, from different literatures which already have dealt with the problem hence understanding the knowledge gap.

2.2 Conceptual Definitions

2.2.1 Definition of HRP

According to Megginson (2009) regards HRP as an integrated approach to perform the planning aspects of the personnel function. It ensures sufficient supply of adequately developed and motivated workforce to perform the required duties and tasks to meet organization's objectives by satisfying the individual needs and goals of organizational members. Vetter (2007) adds that HRP is the process by which management determines how the organization should move from its current manpower position to its desired position. Through planning, management strives to have the right number and the right kind of people, at the right places, at the right time, doing right things resulting in maximum long-run benefits both for the organization and for the individual".

2.2.2 Organization Performance

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets,

return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc

2.2.3 Career Planning

Career development is typically defined as an on-going series of stages characterized by unique concerns, themes and tasks. A common underlying assumption behind these stage models of career development is that there is a series of predictable tasks that happen at more or less predictable times during the course of a career. Furthermore, there is no doubt that careers in organizations have undergone a profound transformation in recent decades as organizations have reformed and reshaped, culling layers of the management hierarchy, rethinking employment contracts and revising what they are prepared to offer their staff in terms of career management and development (Khurana, Kumar & Suklabaidya, 2008). From the viewpoint of an individual, alterations in the employment relationship have paved the way for careers that emphasize dynamism, multi-directionality and flexibility as well as life-long employability and marketability. From an organizational point of view this means moving from providing careers consisting of secure employment for all, to providing opportunities for competence development (Leng, 2011).

2.3 Theoretical Literature Review

Theoretical literature review has contribution in developing and understanding of various concepts and other fundamental issues arises in the study. This part elaborates various concepts related to HRP in organization including the theories underpinning the study.

2.3.1 Theories Underpinning the Study

Two theories are presented and discussed in this section. The first theory is the Resource-Based theory and the second is the Lewin's Force-Field theory.

2.3.1.1 Resource Based Theory

The resource-based view (RBV) is a business management tool used to determine the strategic resources available to a company. The fundamental principle of the RBV is that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal. The fundamental principle of the RBV is that the basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable resources at the firm's disposal (Wernerfelt, 2004). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Peteraf, 2003).

Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the firm's bundle of resources can assist the firm sustaining above average returns. Wernerfelt (2008) notes that, VRIO model is an important constituent of the RBV model. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Peteraf, 2003). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort (Barney, 2011). If these conditions hold, the firm's bundle of resources can assist the firm sustaining above average returns.

2.3.1.2 Lewin's Force-Field Theory

The second theory which informed this study is the Levin's Force-Field Theory of Change developed by Kurt (2008). Kurt (2008) developed the force-field theory of organizational change which states that a wide variety of forces arise from the way an organization operates. The forces could arise from its structure, culture and control system that makes it resistant to change. At the same time, a wide variety of forces arise from changing task and general environments that push organizations toward change. These two sets of forces are always in opposition in an organization. For an organization to change, managers must find ways to increase the forces for change, decrease the resistance of change, or to do both at the same time.

David Guest's theory stresses the distinction between compliance and commitment. Compliance concerns the basic "contractual" relations between employers and employees. In terms of planning, this is a simple manpower approach that seeks to fulfill the terms of the contract only. There is no stress on development plans. Yet with commitment, it is clear that planning is based around a struggle to build the firm around its employees and their specific talents. Most HR planning/management models revolve around this concept of worker development.

The purpose here is to understand how HR models relate to organization planning and vice versa. For example, in the Warwick model of HR management, the planning element is based around balancing two central ingredients: the organizational model as an internal affair, including organization plans on training and development, the competence of current employees through staff appraisal, the workplace culture (communication and feedback), and the external environment, including the legal and

market context of the firm. Once these two variables can be balanced, planning can rationally go forward.

Forecast and availability of the HRP process begins with requirement forecast and availability forecast (Akhigbe, 2013). Akhigbe (2013) argues that an estimate of the numbers and kinds of employees the organization needs at future dates in order to realize its goals to provide organization managers with the means of estimating how many and what types of employees are required. Further, in the availability forecast, managers estimate the numbers and kinds of employees the organization would need in future dates. Akhigbe (2013) elaborates that availability forecast process considers incomings and outgoings I specified period involved in planning. The techniques involved in the HRP include zero-base forecasting, the bottom-up approach, the use of mathematical models, and simulations (Akigbe, 2013). In the Zero-base forecasting, estimation of future employment needs is done using the organization's current level of employment as the starting point in which vacant positions are not automatically filled. The filling has to be justified.

On the other hand, the bottom-up approach is explained by Akigbe (2013) as a method which begin with the lowest organizational units in forecasting each level in its requirements. In the process, comparing requirements of availability is done entailing quantitative and qualitative comparison by answering two basic questions: how many people?; and what sort of people?. At the core of the forecast; human resource availability simply termed supply forecasting entailing forecasting skill and competence requirements is focused though it largely depends on managerial judgement (Akigbe, 2013). Supply forecasting measures the number of people likely

to be available from within and outside the organization, having allowed for attrition (labour wastage and retirement), absenteeism, internal movements and promotions, and changes in hours and other conditions of work. The emphasis of the forecast is based on an analysis of existing human resource in terms of numbers in each occupation, skills and potential. The author insists that on the demand and supply forecasts by analyzing for determining any deficits or surplus so that when there is a balance (demand is equal to supply) HRP would not be central in an organization.

But in the contrary, HRP would be required to provide the basis for recruitment, retention, and in the other case, downsizing plans as a result of surplus of workers would deem necessary. After all the two forecasts have been done, managers conclude the HRP with developmental activities which are inculcated in the workers' mindset and implemented.

2.3.2 The Human Resource Planning Process

People, jobs, time, and money are the basic ingredients in any HRP process. In its basic form, HRP involves forecasting personnel needs, assessing personnel supply, and reconciling supply and demand through various personnel-related programmes. The process of HRP comprises of three stages: forecasting future people needs (Demand Forecasting), forecasting the future availability of people (Supply Forecasting), and evolving plans to suit supply and demand (Lunenburg, 2012). Scott (2004) views the three stages involved in HRP process as embracing policy making activity producing on a rolling basis, precise forecasts using technically sophisticated and highly integrated planning systems.

Scott (2004) suggests two issues related to HRP process: first, as a regular monitoring activity in which there is human resource stocks, flows and their relationship to business needs understood through assessment and control, problems identification and establishing a base to respond to unforeseen events. The second issue related to HRP process is that it is an investigatory activity by which the human resource implications of particular problem and changing situations are explored and the effects of alternative policies and actions investigated. He further points out that the spurious precision of quantified staffing level plans has little value when reconciled with the complex and frequently changing nature of man power, the Business and the external environment.

There are reasons for the failure of HRP. Scott (2004) notes that presence of a risk involving conversion of sensible anticipation into foolish numbers and their validity depends on large and loose assumptions. It is also reported that today's HRP is in all probability to concentrate on what skills will be needed in the future (Scott, 2004). It may provide a broad indication of the numbers required in the longer term. Yet in some circumstances it may make short term forecasts when it is possible to predict activity leads and skills requirements with a reasonable degree of accuracy. Such predictions will often be based on broad scenarios rather than on specific supply and demand forecasts.

Armstrong (2008) spells out the process of HRP that it is not necessarily a linear one, starting with the business strategy and flowing logically through to resourcing, flexibility and retention plans. According to Rao (2000) the process of HRP may be circular rather than linear, with the process starting anywhere in the cycle. For

instance, planning may impact on resourcing strategy, which in turn, may influence the business strategy. Alternatively, the starting point could be demand and supply forecasts which form the basis for the resourcing strategy. The analysis of labour turn over may feed into the supply forecast, but it could also lead directly to the development of retention plans.

There cannot be a well-articulated business plan as a basis for the HR plans. The business strategy may be evolutionary rather than deliberate. It may be in parts intuitive and incremental. Resourcing decisions may be based on scenarios riddled with assumptions that may or may not be correct and cannot be tested. As HRP is practiced to influence change in organization and employees practices, organizational performance would be possible as HRP is done wisely and professionally. This is to suggest that, implementation of developmental activities of any organization particularly the one in public sector are the influence of the HRP.

2.3.3 Factors Affecting HRP in Organization

Planning for HRP involves a number of issues to consider for successful and efficient organization. Such factors could vary from one organization to the other as organizations differ by purpose and functioning. This section 2.3.3 presents a discussion of factors affecting HRP in any organisation.

2.3.3.1 Internal Factors

Human resource planning may be affected from the organization's internal factors such as; Managerial factors- this happens whereby the management fails to plan accurately according to the needs and corporate plans of organizations. The internal

factors includes the objectives of the organisation are its goals. These can be general or overall objectives e.g. producing and marketing a reliable, low cost, fuel-efficient motor cycle. Organisational objectives are also specific, particularly those that relate to key result areas, the nature of work influences human resources planning, the style of a leader or supervisor, i.e. his or her experience, how he or she guides and handles the employees determines how many employees will be necessary to execute the work, as well as how often these employees will have to be replaced and work group dynamics.

2.3.3.2 External Factors

HRP in organizations is mostly affected by the following external Factors as identified by Rwezaula (1996) Economic environment affects both in business and social oriented organizations and it can be divided into different sub factors such as; Capital- organizations need capital for machines, buildings, office tool and inventories. Labour – availability of qualified labour determines the price of labour and then affects HRP. Price level- the input of an organization are determined by price level of input and output in another side. When the price of input goes up while price of output is dropping, this may result to inefficiency. Government fiscal and tax policies- the organization's collection and surplus depends on the government's fiscal policies and taxation. Customer – this is the most important factor for the successful of any organization.

Customers determines the number and type of personnel needed, the increase in customer implies the increase in manpower in order to meet the demand. Technology: With the introduction of new technology, manpower outlook should change in-terms

of number, quality and operational time. Social factors: Social attitudes, beliefs and values of a particular environment may affect negatively the employee performance and may cause labour mobility thus disturbing HRP. Political environment: The way the government has to regulate organizations and business of the organizations is through political changes and enactment of laws.

2.3.4 The impact of HRP on Organizational Performance

Organizational performance can be measured through financial stability and productivity, but when we have to relate human resource planning with the organizational performance, then we consider some of other variables like efficiency and effectiveness, employee motivation, job satisfaction, trust on employees (Cho, Woods & Mayer, 2005). HRP is surrounded by three basic level practices which can increase the organizational performance: To increase the knowledge, skills and abilities among employees; To enhance their empowerment like giving them employment security and organize some participation programs for employees; and To give them motivation through both incentive means like giving them compensation and benefits.

Rwezaula (1996) in his study found that some steps are important to consider in management of the organizations and effective HRP leading to the attainment of objective such. Such steps involve improvement of recruitment, improvement of capacity building, improvement of co-ordination and control, improvement of staff appraisal, improvement of communication and feedback. Although many studies have been done on the effective of Human resources planning, little information is

available on the effective of HRP in respect to productivity plan and retention plan, which is the major scope of this study.

Rao (1990) views HRP as involving not only anticipations but also the required kind and number of employees, but also determines the action plan for all the functions of personnel management. The major pay off of HRP could be categorized as: checking the corporate plan of the organization for organization expansion, diversification and technological change; providing scope for advancement and development of employees through training, development, increased production and service of the organization. Other categories involve anticipating the cost of salary, benefits and all the cost of HR facilitates the formulation of budgets in an organization; helping to satisfy individual needs of the employees for promotion, transfers, salary enhancement and better benefits; and offsetting uncertainty and changes.

2.4 Empirical Literature Reviews

In light of the impact of HRP on organization performance, this section discusses different empirical studies conducted in varied localities by different researchers in relation to the current study objectives.

2.4.1 Empirical Literature Review in World Wide

Al-Qudah et al. (2014) in their study on the effects of the HRP, training and development on organizational performance in the government sector in Jordan, involved employees in the HR departments in 23 Jordanian ministries making a total of 166 respondents. The study employed questionnaires to respondents whose responses were analyzed using SPSS for determining descriptive statistics and

correlation among variables and found that HR planning, training and development significantly correlated with the organizational performance in the Jordanian Ministry. To improve HR practices in Jordan, modern technology was recommended to be utilized for strategically planning and developing HR. Implementation of the training and management development programmes are important in enhancing the capabilities of employees and the Jordanian Ministries. Moreover, investing in the improvement of the knowledge and skills of employees would allow Jordanian Ministries to develop more productive and effective employees.

Stella (2008) in her study conducted in two phases using mailed survey to the Vice President of Personnel/Human Resources in each listed firm, it examined the impact of human resource planning practices and organization performance. The second part of the study compared performance of the sampled firms using formal human resource strategic planning processes and non-users of such systems. The performance measures used in the study were sales growth, earnings growth, earnings/sales ratio, return on investment, earnings/employee, assets/employees, earnings/labor costs, and labor costs/employees. Data from the Standard and Poor's 1981 Compustat Tapes were used to calculate these measures. Two approaches to data analysis were undertaken. The first analysis consisted of a two-way multivariate analysis of variance, using industry groupings and formal human resource strategic planners versus non-human resource strategic planners as the independent variables, and five-year average on the eight performance measures as the dependent variables.

The second analysis consisted of a comparison of five-year performance prior to the introduction of formal human resource strategic planning with both five-year and ten-

year post human resource strategic planning performance. The results of these two analyses indicated no significant differences between the performance of firms using formal human resource strategic planning and firms that do not. Formal human resource strategic planning is still in its infancy. Few firms have developed the fully-integrated processes outlined in the literature. Fifty-five percent of the respondent firms initiated human resource strategic planning after 1976. The results show that larger firms are more likely to engage in formal human resource strategic planning. While the trend appears to be toward greater adoption of formal processes, the results presented in this study suggest that organizations have yet to reap the benefits of such planning.

Sopian et al. (2007) investigated on the impact of HRP on organization financial performance of public listed companies in the main board of Malaysia stock Exchange. In that investigation, the HRP practices were operationalised using five independent variables; (1) environmental scanning, (2) analysis of human resource demand, (3) analysis of human resource supply, (4) integration of human resource planning with organization strategic planning, and (5) integration of human resource planning with human resource management functions. In this study organization financial performance was measured by perception of management on their financial performance. The data were tested using t-test and multivariate analyses.

The result of t-test suggested that there are differences of organization financial performance between companies who implemented human resource planning and companies which did not implement human resource planning. Multiple regression analyses revealed that there are significant impacts of human resource planning on

organization financial performance. There are two variables of human resource planning practices namely analysis of human resource supply and integration of human resource planning with human resource management functions indicating positive relationship with organization financial performance. This study offers further understanding on the relationship and association between human resource planning practices and organization performance

Jackson and Schular (2000) researched on human resource planning. They urged that human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. They argued that under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations. Planning is increasingly the product of the interaction between line management and planners. In addition, organizations are realizing that in order to adequately address human resource concerns, they must develop long-term as well as short term solutions. As human resource planners involve themselves in more programs to serve the needs of the business, and even influence the direction of the business, they face new and increased responsibilities and challenges.

Porkiani et al. (2010) reviewed succession planning in Iranian governmental agencies. In their review, researchers found that planning was becoming increasingly challenging for organizations to obtain qualified and talented staff. Succession

planning was often introduced as a way to attract and employ such staff. Succession planning is a process of recruitment and development of employees for vital roles within the organization.

Implementation of succession planning was a central to certain organizational requirements. Their research surveyed organizational requirements in Iranian governmental agencies and their relation to the implementation of succession planning. Their study used descriptive methods with correlation. The statistical population consisted of two groups, experts and managers of Iranian governmental agencies, and data was collected using three questionnaires. The findings of this study demonstrated a meaningful relationship between organizational requirements such as managers' commitment, organizational culture, organizational readiness, and managers' competencies with the implementation of succession planning. By considering these organizational requirements in their management practices, managers were more likely to be successful in recruiting, evaluating, training and developing talent as dimensions of the implementation of succession planning

2.4.2 Empirical Literature Review in Africa

Kamande et al. (2014) in their study Influence of human resource planning on organizational performance: a case study of international organization for migration. The purpose of this study was to evaluate the influence of Human Resource Planning on the performance of International Organization for Migration in Kenya. The study sought to achieve the following objectives: to assess the extent to which employee resourcing planning influence the performance of International Organization for Migration; to establish the extent to which career planning influence the performance

of International Organization for Migration; to investigate the extent to which HR development influences the performance of International Organization for Migration and lastly to examine the extent to which succession planning influences the performance of International Organization for Migration.

The study adopted a descriptive research design to study the problem. The tools were administered to respondents (senior managers) at their work stations over a period of one month. A total of 41 out of 48 questionnaires were returned representing 85.4% response rate. This formed the basis for analysis using a multiple linear regression model. Research findings showed that human resource planning: employee resourcing, career planning, succession planning and human resource. Development was statistically significant in influencing performance. Overall the model was adequate having explained 67.6% of the variation in performance. Study results were presented in tables contained within the paper. In conclusion, the study revealed that in IOM, career planning and development are relevant to organizational outcomes such as attendance, performance, and organizational citizenship behaviour, also career success and that career planning offers opportunities for competence development.

Afzali et al. (2013) studied the effects of HRP on Organizational Performance of Telecom Sector and found that HRP is one of the growing areas of academic research. Organizations regard its human resource as their core competency because it would lead towards better organizational performance. This research focuses on effect of human resource planning on the organizational performance. Objective of this research is to determine key determinants of formal human resource planning that contributes towards performance in the telecom sector. The data collected from top

managers, middle level managers and the first line HR managers of 50 offices including head offices and regional offices of 160 questionnaires including some interview and open ended questions based on the measures of performance and HRP. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other. As modern HR practices are implemented in telecom sector and companies would spend more on Human Resources, it would lead towards High performance achievement.

In an article by Kiyonaga (2004) meeting the challenges of a changing workforce, it is argued on the need for workforce and succession planning in having a significant impact on the human resources management function. The succession planning is important especially in the public sector. For those of us in the public sector who for so many years have relied on a standard schedule of exams and eligible lists from which to fill vacancies, the future may be very different. Our organizations and managers will need more from us than the standard approach to recruitment and retention. While the tools may not change, the way we use them will have to.

One would question on the role of HR compared to that of the line manager in the whole workforce and succession planning process. A key question in the comparison on the workforce and succession planning is solely an HR job, a manager's job or it is a shared responsibility between HR and managers. Workforce and succession planning demand a level of strategic planning that is still new to many public sector organizations. This requirement for a strategic approach to the workforce coupled

with the need to address global issues affecting workforce supply will require human resources practitioners to act as internal consultants in their agencies. And strategic workforce planning skills and the ability to predict and meet the needs of the agency for a capable and trained workforce will expand the role of HR and its usefulness to line managers.

Erasmus (2009) researched on the effectiveness of succession planning in SARS enforcement Port Elizabeth. Her research study addressed the importance of succession planning for the organisations' survival, which depends on the continuous supply of competent, experienced and well trained managers. It addresses the problem of determining the strategies that can be used by SARS Enforcement Port Elizabeth to manage succession planning effectively. To achieve this objective a comprehensive literature study was performed to determine the views on various succession planning models. The literature review served as a model in the development of a guideline for SARS Enforcement Port Elizabeth management to manage succession planning.

An interview was conducted with the human resource manager and middle management from the various departments who were requested to complete a questionnaire in order to determine the current practices of succession planning. The questionnaire was developed in accordance with the findings from the research. A pilot study was conducted to evaluate the relevance of the study to the problem questions and to evaluate whether the questionnaire will be easily understood. The answers of the respondents were analysed and compared to the findings of the literature study. The information obtained from the literature study and from the respondents resulted in various recommendations and conclusions.

HRP is an important pre-requisite for national development. Most of the African countries have recouped the importance of human resources planning since the attainment of independence. Shangali (2009) argues that African countries among other problems are faced implementing effective government for the quality human resources. One can commend that the human resources planning in African countries is not linked with the objectives of the respective countries. Lack of professional competent man power has been addressed as the huge challenge which faces these countries. Yambesi (2009) supported this argument by asserting that many African countries continue to face human resource management (HRM) problems, in general and HRP, in particular. Among these obstacles are misplaced priorities, lack of coherent policies and appropriate planning processes, inadequate management capacity, poorly developed methodology, and lack of essential information.

2.4.3 Empirical Literature Review in Tanzania

Mwemezi (2011) in her study on challenges facing human resources succession planning in Tanzania work organizations, assessed factors affecting human resource succession planning in the Tanzania public and private organizations. Specifically, the study aimed in finding answers to four objectives. It assessed the extent of human resources succession planning activities in Tanzania work organizations; it also examined the challenges facing human resources succession planning in the Tanzania work organizations.

Furthermore, the study assessed the positive factors influencing human resources succession planning in Tanzania work organizations. Finally, the study looked at strategies used for enhancing the application of human resource succession planning

in Tanzania work organizations. The study employed questionnaire, key informants, FGDs as well as documentations were used during this study.

The study findings by Mwemezi (2011) indicate that majority of the respondents did not have knowledge on the concept of human resource succession planning and how it works in their organizations. Few organizations surveyed conducted succession planning but how effective and regularly done in the organizations remained questionable. The study finding showed that human resource succession planning played an important role for the organization development. Hence, all organizations should understand the paramount role played by human resource succession planning for their survival. Moreover, various strategies of enhancing human resources succession plans were identified during this study and included attracting and recruiting potential employees, Effective leadership and management development and improving budget was among the strategies identified in enhancing effective human resource succession planning in the surveyed organizations. Furthermore, the study also provides the recommendations of what should be done improving succession planning and this include commitment by management, disseminating information on the importance of the human resource strategic planning [HRSP].

Mwambungu (2008) argued that workforce planning was a broad strategy that influenced departments divisions, or agency's entire workforce. Defined by Reilly (1996), workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a process of analysing the current workforce, determining future workforce needs, calculating the gaps that will exist due to surpluses or deficits in employee skills now and in the future, and creating and

implementing a plan to close those gaps. Succession planning is one small piece of the entire workforce planning strategy.

Likewise, succession planning often works hand in hand with knowledge transfer concepts, since developing new leaders means that the knowledge of current leaders will be shared before retirement, promotion, or other attrition with those who will follow in their footsteps. As managers and supervisors develop and implement their workforce plans, it is helpful to see how different components all work together. As a piece of the workforce plan, succession planning has many benefits for both the current leadership and for the employees in the agency. Building a leadership bench becomes a top priority and employees feel valued when they know that the agency cares about their futures. In addition, it helps ensure that departing employees feel that they are leaving the organization in good hands that they have successfully passed the torch.

Issa (2007) explored the human resource development function under the Public Sector Reform Programme in Tanzania. He observed that, the human resource development function was one of the important subjects of attention in the Public Sector Reform Program and this encompasses the development of the capacity to accept, adopt and implement specific elements of the program. His work also involved efforts to enhance and develop requisite abilities and aptitudes in terms of skills, knowledge, attitudes, and behaviours. In addition, it entailed the enhancement of individual abilities of staff as well as introduction and improvement of systems and process. It demonstrated the synergy between the different human resource tools as tools and processes. It also shows how Competency Frameworks as practical tools to

guide HR development had been given a pivotal position in order to provide a mechanism through which other HR development processes can be appropriately implemented. Furthermore, it is argued that the best way to develop staff in the Public Service is to adopt career sensitive system for HR development supported by a merit based recruitment and supporting planning for succession. Nonetheless, the importance of on-job training is underscored and attention is drawn to the need to give it the recognition it rightly deserves.

Assessment of effectiveness of HRP in local government in Tanzania by Mhanje (2011) was conducted with specific focus in Morogoro region basing on MDC. The attention has been paid much to this study due to the role of human resources in the welfare of any organization; in this case, in the welfare of the local government as it is the big implementer of the social service provision programs. The literatures review in this study was carried out which covered the conceptual definitions, theoretical analysis, empirical analysis and the analytical framework of the study. The study was a descriptive using a case study strategy. It adopted a cross-sectional research design that allowed collection of data at one point in time using more than one technique.

The data were analysed by using SPSS computer software. The analysis was largely descriptive, involving computation of frequencies and percentages and the results are presented in form of tables, boxes, graphs and charts. From the literature review and research findings it was noted that HR is the engine of all other resources in the organization and the MDC is using HRP whereby all the departments are involved in the process and but there is no computer packages for supporting HR function in MDC. Finally the study proposes the MDC to have the IT Section with special

software package in order to facilitate the HR department in solving various problems associated with HR functions and the government has to establish special policy to guide various aspects in HR department such as motivation aspect.

Cliff and Saul (2008) point out that Tanzania is one of the countries which had a feature of commitment to systematic manpower planning in the early years after independence. That, over 85% of the jobs in Tanzania, which required a university degree were occupied by non-Africans. Katabaro and Mbelle (2004) stated that in the time of independence Tanzania faced shortage of manpower hence depended on the foreign expertise. As the education expanded, targets were set out in the plan; the Tanzanians have been increasing in almost all sectors in the government. Tanzania expanded the planning of human resources through education policy as recommendations from the World Bank in order to replace the departing British civil servants. The question of globalization and global changes requires organization in Tanzania to move people, ideas, products and information around the world to meet the local needs. So, human resources planning must consider people as resources, which is an input in the organization and in that case, other organization or countries need them (URT, 2009).

2.5 Research Gap

Most of the studies that have been conducted have tended to concentrate on HRP on general. Walker (1980) researched on effects of human resource planning in private organizations. And also Mackey and Craig (1981) wrote on Human resource planning assessment in parastatal organization. Apparently, few studies has been done to make assessment of HRP in organizations specifically on employee's performance. This

study intends to fill the gap by assessing the impact of HRP on organization performance.

2.6 Conceptual Framework

The current study is developed and implemented with the view that HRP is central activity in any organization for successful implementation and attainment of the organizational goals and missions. It is essential that HRP activities are discharged effectively for competent and willing workforce that works to realize organizational goals.

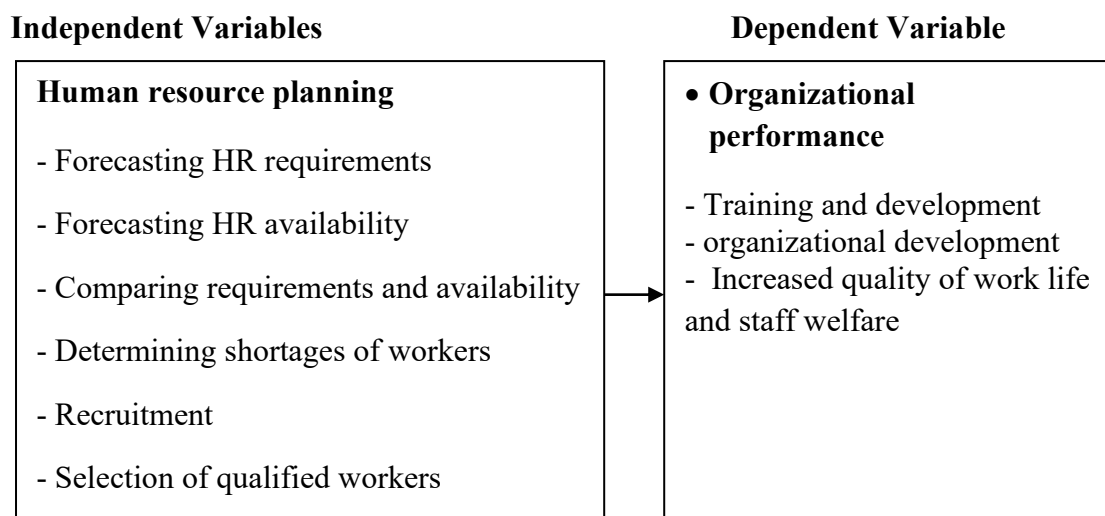


Figure 2.1: Conceptual Framework

Source: Researcher

2.7 Theoretical Framework

Theoretically, HRP in an organization is diagrammatically represented as Figure 2.1 depicts. This implies that different activities executed in HRP influences welfare of the employees and the organization as whole. It could be logical to argue that it is the HRP through its various activities (forecasting HR requirements, forecasting HR

availability, comparing requirements and availability, determining shortages of workers, recruitment, and selection of qualified workers) that organizations would operate competitively. Without or partial undertaking of the HRP activities, organizations including the Tanga College, would face difficulty in implementing the developmental activities. Without careful HRP, it would be difficult for an organization to recruit and retain the qualified staff important in foreseeing and ensuring that organizational plans and goals are achieved.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes various methods/techniques that the researcher used in conducting her research study. It is concerned with research design, sampling procedures, type of data needed and their sources, types of measurements and, method of data collection, sample size, analytical methods as well as reliability and validity of those data to be used. It is the systematic approach and framework adapted by the researcher to show how the study is going to be conducted, who were involved, methods and instruments to be used to complete his study.

3.2 Research Design

The research design to be used in this study is descriptive case study. The descriptive case study design describes phenomena as they exist (Zainal, 2007). It is used to identify and obtain information on the characteristics of a particular problem or issue. Descriptive case study design was selected because of its flexibility of collecting responses from a wide range of participants. Further, the design was used because the study intended to develop an understanding of the bounded system which is the impact of HRP on organization performance.

In addition, descriptive case studies answer questions based on theory (Armfield, 2007). HRP is the practice whose principles have theoretical background. The use of the design in collecting data on the impact of HRP would help to define the theoretical constructs under which the HRP operates. Also, this design provides a

meaningful and accurate picture of events and seeks to explain people's perception and behavior on the basis of the data collected. The advantage with this design is that it helps to find views as they are in their natural setting. Kothari (2006) define research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures.

3.3 Area of the Study

The study covered the Tanzania Public Service College [TPSC] in Tanga region. It is a case study approach of one particular area. The reasons for selecting Tanzania Public Service College in Tanga region as an area of study are as follows, first, the study area consists of heterogeneous mixture of employees with different mode of planning. This enables the researcher to collect valid and reliable data from these different groups. Secondly, Tanga region is familiar to the researcher, thus it was easier to obtain data and to get necessary assistance morally and materially from the study respondents.

3.4 Population of the study

Best and Khan (1998) define population as any group of individuals who has one or more characteristics in common that are of interest to the researcher. The study targeted a total population of 150 constituted of 109 TPSC staffs, 20 Managers, 20 head of departments, and one Director from the Tanzania Public Service College in Tanga. And the target population depended upon the individual's roles played in the organization.

3.5 Sample Size and Sampling Design

3.5.1 Sample Size

A sample, according to Best and Khan (1998) is a small portion of a population selected for observation and analysis. By observing the characteristics of the sample, one can make certain inferences about the characteristics of the population from which it is drawn. Miles and Huberman (1994) argue that a small size sample characterizes qualitative studies, as qualitative research necessitates having a small sample because of the detailed and intensive work required for the study (Anderson, 2010). It is a sample sufficient to provide maximum insight and understanding of the problem under study.

Sampling is the procedure a researcher uses to gather people, places or things to study. It is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho & Kombo, 2002). The study obtained information from 100 employees as a sample. Essentially, the selected sample size of 100, which gave the more accurately, since the larger sample reflected the population drawn from, so it is distributed more closely around the population mean, as the Table 3.1 indicates:

Table 3.1: Sample Size Distribution

SN	Category of study respondents	Sample size	Percentage	%	Sampling design	Data collection instruments
1.	Director	1		1	Purposive sampling	Questionnaire
2.	Top managers	9		9	Simple random sampling	Questionnaire, Observation and Interviews.
3.	Head of departments	10		10	Simple random sampling	Interviews and questionnaire
4.	Staff	80	80		Purposive sampling	Semi-structured interview, and questionnaire
	Total	100	100			

3.5.2 Sampling Design

Since the study is a case study, non-probability technique was employed. Clustered sampling and judgmental sampling were used by picking only the sample that could bring the best information that satisfied the intention of the researcher. Purposive sampling technique was used in choosing the data sources, that is, the researcher's judgment was applied. This method was used in choosing the Director. Other respondents like the top managers and Head of Departments were obtained through simple random sampling technique as are the officer in charge for taking the responsibility of running the college and they do participate in the planning process of all resources including human resources. Further, Heads of Departments were selected and interviewed due to the fact that they are responsible for supervision of daily activities of their departments.

Purposive sampling method was used to get respondents from a group of normal staff who has worked with the TPSC for more than three years. The sampling techniques enabled the researcher to involve a total of 100 respondents. All above mention groups of respondents participated in this study because were able to provide valid data when responding to questions which was posed to them.

3.5.2.1 Simple Random Sampling

A subset of a statistical population in which each member of the subset has an equal probability of being chosen, a simple random sample is meant to be an unbiased representation of a group (Kothari, 2004). The techniques were employed to collect data from each stratum, which is going to be used to make a list of overall

respondents. The aim of using this technique is to minimize out biases by giving each unity in the population an equal chance of getting into the sample.

3.5.2.2 Judgmental Sampling Methods

Judgmental sampling is a non-probability sampling technique where the researcher selects units to be sampled based on their knowledge and professional judgment. This type of sampling technique is also known as purposive sampling and authoritative sampling. Purposive sampling is used in cases where the specialty of an authority can select a more representative sample that can bring more accurate results than by using other probability sampling techniques (Kothari, 2004). The process involves nothing but purposely handpicking individuals from the population based on the authorities or the researcher's knowledge and judgment. Judgmental sampling was employed in order to determine the sample to represent, Tanzania Public Service College in Tanga staffs especially head of departments may be interviewed to get the required data.

3.6 Data Collections Methods

3.6.1 Primary Data

Driscoll (2011) describes primary data as firsthand data collected by the researcher (s) for learning about something new that can be confirmed by other researchers. Primary data is important as it eliminates researcher's own biases in the process than data found in a book, database, or journal. The primary data were collected direct from the sources (Managers, Head of Departments and Directors). The methods by the researcher to collect primary data were observations and focus group discussions. The researcher used this so as to obtain the original information. Also the researcher participated in discussion with group members who came together and share different

views concerning the problem which face the organization in one way or another. For stance the researcher collected primary data from Tanzania Public Service College in Tanga region staff provided the most reliable information.

3.6.2 Secondary Data

Secondary data were collected through reviewing various documents such as textbooks, journals, magazines and other published information that are expected to be available within TPSC in Tanga region. They also include literature such as text book magazine, manual and newspaper relating to the topic under investigation.

3.7 Data Collection Methods

This is the process of preparing and collecting data mainly to obtain reliable information which could be useful in making decision on important issues regarding containerization procedures. On account of using primary data, the researcher will use observation, interview and questionnaire to collect data.

3.7.1 Observation

According to Kothari (1990) observation method is systematically planned, recorded and is subject to checks and controls on validity and reliability. The information is sought by way of an investigator's own direct observation without asking from respondents. The researcher used non-participatory observation in form of direct watching, observing and listening how HRP is carried out at Tanga Public Service College. This method enabled the researcher to collect first-hand information in a direct and natural setting. Moreover, the researcher was able to interpret and understand the observable behaviour, attitudes and situations as well as understanding

dynamics of social behaviour in a way that is not possible through questionnaires and interviews.

3.7.2 Interview

Interviews were conducted in order to collect additional information mainly qualitative which the questionnaires were not able to capture and enable the researcher to collect sufficient data. Both structured and unstructured interviews were used to some few respondents such as Human Resources manager, head of departments among others because they are few and they hold key positions therefore they were in the position of providing valid information (Key informants).

Interview method is one of the primary data sources. Interviews are data collection methods involving data collection through direct verbal interactions between researchers and respondents. It involves presentation of oral verbal stimuli and reply in terms of oral verbal responses. Its advantage is that the interviewer has freedom to decide the manner and sequence in which questions would be asked, to explore reasons and motives and to focus attention on the given experience of the respondents and its effects. Interviews demand interactions between the researcher and respondents. Structured interview questions were used at Tanga Public College to collect information from Managers of different departments because are the ones who participate in the organization human resources planning process.

3.7.3 Questionnaires

This constitutes a set of questions, which prepared by the researcher in written form in order to collect required data. The questionnaires that the researcher administered

include both closed ended and open ended questions. Questionnaires were distributed to all 100 respondents. Adam and Kamuzora (2007) define questionnaire as a series of questions, each one providing a number of alternative answers from which respondents can choose. Saunder et al. (2000) also define questionnaire as an instrument of data collection that consists of a set of predetermined and structured questions given to the subject to respond to in writing or to be filled by researcher through administered questionnaire. It included already prepared questions which are structured and semi-structured questions. This questionnaire had advantage of collecting data quickly and gave more freedom to respondents.

3.8 Reliability and validity of Data

3.8.1 Reliability of Data

Reliability refers to the ability of an instrument to produce consistent result (Kerlinger, 1993). The method is considered reliable if it produces the same results whenever it is repeated (Best & Khan, 2003). This means in each time when the test is administered to a subject, the results should be approximately the same. Unfortunately, it is impossible to calculate reliability exactly, but there several different ways to estimate reliability. The collected data were cross-checked by reading several times to ensure that were collected from the reliable sources and authority.

3.8.2 Validity of Data

Cohen, Manion and Morrison (2000) argue that validation of the instruments is the process of establishing documented evidence, which provides a high degree of accuracy that a specific process consistently produces to meet its predetermined

specifications and quality attributes. The instruments to be applied should be appropriate, valid, reliable, effective and free from errors (Best & Khan, 2003). A valid measure is the one that measures what it is supposed to measure. In this study all information and data collected through questionnaire, interviews, observation and participation should be valid with a fact that, researcher supposed to ask the questions which relate with the objectives of the research.

3.9 Data Analysis

The collected data was analyzed systematically by using charts, tables and graphs. This presented and portrays the real picture of the Tanzania Public Service College Tanga region in terms of purchasing procedures. The data collected were – arranged into a more workable framework that helps the researcher to classify and organize them. Kothari (2004) describes data analysis as computation of certain measures along with searching for patterns of relationships that exist among data groups. The impact of HRP on the organization performance was established from questionnaires, interview and secondary data information. In order to get desired results from the study, data collected were processed, through editing, coding, classification and tabulation. To get more accurate study results, data entry and analysis was done by using Statistical Package for Social Sciences (SPSS) 20 version. Also, all calculations of totals and percentages were done by using SPSS 20 version, which easily displays percentages and graphs that helped in analyzing the responses and their ranks. The researcher also used Ms Office excel 2007 version software to carry out analysis of secondary data especially in computing relationship such as relationship independent and dependent variables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF RESEARCH FINDINGS

4.1 Introduction

This chapter focuses on analysis of data and presentation of research findings and discussion. The study is designed to discuss the impact of human resource planning on organization Performance at Tanzania Public Service College in Tanga Region. The findings are based on questionnaires, interview guide, observation schedule and documentary review as used and once established in chapter three. The presentation of findings in this chapter based on the research objectives that aimed to find answer to the projected research questions. The objectives of this study are as follows; to examine the extent to which career planning influence the performance of the Organization, to establish the relationship between human resource planning and staff appraisal in the organization, to determine factors affecting the effectiveness of HRP in the organization and to identify the benefits of implementation of communication and feedback in the organization with reference to human resource planning. During the administration of this study the actual sample of 100 respondents were selected. Therefore this chapter provides the information explaining the data, which are then presented in tables, graphs, charts, frequencies and percentages.

4.2 Characteristics of Respondents

The typical characteristics of respondents is crucial interpreting and discussing research findings in terms of education level, experience in business, age and gender of respondents. They provide general image and meaningful information on the impact of human resource planning on organization Performance in the organization.

4.2.1 Age of respondents

The study examined the age of respondents in order to understand the age categories of the respondents and how age could influence their perception regarding the subject matter.

Table 4.1: Age of Respondents

Ages	Frequency (N)	Percentage (%)
Between 18-25 years	30	30
Between 25-35years	50	50
35 years and above	20	20
Total	100	100

Source: Field Data

The findings showed that 30% of the respondents were between 18 to 25 years, 50% were between 25 to 35 years and constituted the majority. 20% were between 35years and above, however this indicates that the information got is viable in relation to the subject being studied.

4.2.2 Gender of respondents

The study examined the influence of Gender on respondents perception of the the the impact of human resource planning on organization Performance in the organization.

Results are as shown in Table 4.2.

Table 4.2: Sex of Respondents

Respondents	Frequency (N)	Percentage (%)
Female	46	46
Male	54	54
Total	100	100

Source: Field Data

From the data provided in Table 4.2 shows that fifty four percent (57%) out of 100 respondents were male while forty six percent (43%) of females took part in this study and so the views and opinions given in here are representative of all sexes. The number of respondents who participated in the study was almost equal between male and female.

4.2.3 Education of Respondents

The study also collected information from respondents regarding their level of education. The study sought to examine on how does the level of education influence respondents understanding of the impact of human resource planning on organization Performance in the organization. Results are as presented in Table 4.3.

Table 4.3: Education of Respondents

Education level	Frequency (N)	Percentage (%)
Diploma and below	29	29
Degree	40	40
Masters and above	31	31
Total	100	100

Source: Field Data

Table 4.3 shows that respondents who took part in this study are learned and their views and opinions can be trusted to inform and shape the purposes of this study. The findings shows that Diploma, 29% respondents (40% Degree holders and, 31% respondents.

4.2.4 Respondents work Experience

To gain a better understanding of how the research participants on the impact of human resource planning on organization Performance in the organization, all were

asked to describe their understanding on the impact of human resource planning on organization Performance in the organization. Results are as shown in Table 4.4.

Table 4.4: Respondents Work Experience

Respondents	Frequency (N)	Percentage (%)
Less than 1 year	20	20
Between 1-3 years	10	10
Between 3-5 years	20	20
Over 5 years	50	50
Total	100	100

Source: Field data

From the above findings show that 50% of the respondents have an experience of using e-banking for five years and above. This thus revealed that most of the customers involved in this research have a long time experience with the particular company and therefore they had more information about the subject matter.

4.3 The Extent to which Career Planning Influence the Performance of the Organization

This was the first objective of the study whereby respondents were asked to explain the ways in which career planning influence the performance at Tanga Public Service College. Questionnaires, interviews, documentary reviews, and observation were used to collect data. The analysis revealed different responses among respondents which are presented and discussed as sub-themes.

4.3.1 Career Planning and the Performance of the Organization

The study aimed to examine the relationship between succession planning and organization performance. During the administration of this study, respondents were

asked to rank the aspects which portray the impact of career planning on the organizations performance. More details are provided in the Table 4.5.

Table 4.5: Career Planning and the Performance of the Organization

Attributes	Frequency (N)	Percentage (%)
Employees retention	39	39
Improves organizational image	17	17
Increase student enrollment	23	23
Increase number of graduates	21	21
Total	100	100

Source: Field data

As Table 4.5 illustrates, the analysis of the data revealed that majority of respondents who were involved in this study indicates that succession planning led to job satisfaction among employees of public service college in Tanga hence employees retention as indicated in the table above whereby 39% confirmed/agreed out of 100 respondents. 17% of respondents indicated that succession planning improves organizational image, likewise, 23% of respondents indicated that it led to the increase of student enrollment and 21% indicated that succession planning led to the increase number of graduates.

This implies that human resource succession planning plays important role for the organization performance. Hence, it could be argued and require public colleges and other organizations serving society to undertake human resource succession planning for its growth and survival. The study further notes that succession planning motivates employees to perform their duties well. They further indicated that succession planning provided the means for achieving organizational goals.

4.3.2 Type of Training Undertaken by Staff for Effective Succession Planning

This section focuses on the type of training interviewees have undertaken as a path for succession planning since they joined the Public Service College in Tanga region. Results are as indicated in the Table 4.6.

Table 4.6: Type of Training Undertaken by Key Informants

Type of training	Frequency (N)	Percentage (%)
Short courses	50	50
Short and masters	8	8.3
Short courses plus a diploma	8	8.3
Short courses plus professional course	8	8.3
Short courses plus postgraduate diploma plus masters	17	16.7
Others conferences and policy making at regional and international levels	8	8.3
Total	100	100.0

Source: Field Data

The findings illustrates that the majority of interviewees 50.0% accessed training through short courses as compared to those who took short courses together with postgraduate diploma and Masters Degrees 17%. On the other hand, respondents who took short courses and Masters Degrees were equivalent to 8.3%, short courses plus a diploma 8.3%, short courses together with professional course 8.3%. Those who went for conferences and policy making workshops at regional and international levels came to 8.3%.

The available findings indicates that most of the employees at Tanga Public service college attended several training ranging from short courses and long- term education

based on personal initiatives. It was noted that some respondents reported to finance their studies on reason that the respective institution did not put much effort on the training programmes of the employees.

As long as training is necessary for the growth and survival of any organization, the study determined the rate of employees attending training. Through the use of questionnaires as data collection method, respondents indicated the rate of attendance and are illustrated in Table 4.7.

Table 4.7: Frequency Employees Training Attendance

Responses	Frequency (N)	Percentage (%)
Once	35	35
Twice	16	16
More than twice	19	19
Never attended	30	30
Total	100	100

Source: Field Data

The findings provided in the Table 4.7 indicate that 30 percent of the respondents out of 100 had never attended training since they have been employed regardless of their academic credentials. Some respondents were found to hold good academic credentials ranging from tutors, lecturers, and administrators. This raises question on the selection procedures. The Table 4.7 illustrates as well that 35 percent of the participants agreed that they had attended training only once since being employed by the college. Other 16 percent of the participants agreed that they had attended training twice since whereas and 19 percent had attended training on teaching more than once since they have been employed at the college. The results also shows that most of

those who attended training more than once were people with high education level and were highly experienced as they had work experience of several years.

Varied reasons could be associated with the frequency of staff training. Before they were allowed for training, some procedures were crucial to be followed. Upon receiving admission from training institution, the staff is fills in an application form endorsed by his/ her immediate supervisor, and eventually by principal of the college. The reasons included availability of the budget, time and opportunity to undertake studies training. These crucial needs are identified during performance appraisals agreement made between employee and one's immediate supervisor before is endorsed by the Divisional Director. There are ways used in training sponsorship. The first is nomination initiated by the college which is done purposely for bearing the full training costs. The other way is that involves full time course and directly linked to college strategic interests. The modality involves government/sponsoring agent who fully pays salaries and expenses to the trainees. The contrast is that, when the training arrangement is initiated by the employee on his/her own interests, leave without pay is granted on completion of the studies the employee may return to his/her previous job or any position available.

4.3.4 Relationship between Training and Career Growth Expectations

The study also examined employees' perception on staff training and development programme in relation career growth expectations. This question was posed to both ordinary employees and the management team at Public services College in Tanga. Respondents were asked to indicate the skills which they managed to transfer to their career growth and development the results are shown in Table 4.8.

Table 4.8: Relationship between Training and Career Growth Expectations

Responses	Frequency (N)	Percentage (%)
Yes	36	36
No	48	48
I do not know	16	16
Total	100	100

Source: Field Data

Table 4.8 shows that the, majority of the respondent (36%) accept staff training and development programmes as central to their career growth and therefore should be continuous and sustainable, on the other hand 48 percent of the respondents believed training and development programmes had no relationship with their expectation and therefore not crucial for career growth and development. Also 16 percent other did not know whether training and development programmes are crucial for career development. The skills mentioned by respondents as being transferred to the work situation and career growth and development are organizing skills, customer service, in class delivery and planning skills, report writing skills, job evaluation skills, work-study skills, computer skills, employee wellness programme skills, organization management and minute and report taking skills.

The current study found that there is considerable evidence of an association between the amount of education, level of qualifications and individual career development. The findings show that there acquisition of skills can have benefits to an individual. Although, a good number of the respondents agreed that the training provided met their expectations such as increase the chances of promotions as well as acquisition of higher qualifications and fringe benefits, hence increased performance and

productivity, other respondents were skeptical and discontent with the training programmes offered at the college. They insisted that they did not add up to better prospects such as leading to promotion when expected.

4.4 The Relationship between HRP and Staff Appraisal in the Organization

In this objective, the study examined the relationship which exists between human resource planning and staff appraisal at Public service College in Tanga. To determine the relationship between the two constructs; HRP and staff appraisal, questionnaire was used as the main method in collecting respondents' views. At the center of examination of the relationship between the constructs, the aimed at understanding the way staff appraisal is carried out and its influence on HRP such as succession planning. Respondents' views are summarized in Table 4.9.

Table 4.9: HRP and Staff Appraisal in the Organization

Responses	Frequencies (N)	Percentages (%)
Strongly Agreed	58	58
Agree	39	39
Moderate	3	3
Disagree	2	2
Strongly disagree	5	5
Total	100	100

Source: Field Data

In the Table 4.9 shows 58% of the respondents strongly agree that there is a relationship between human resource planning and staff appraisal in the organization. 39% agree, 3% are not sure and 2% disagree meaning that they were not sure if there were any relationship between the two. The available findings indicate that there is

relationship of staff appraisal and employee career development. Findings reveal being fairly and appropriately evaluated by experienced and unbiased rater; the employees express positive attitudes towards HRP at the Tanga public service college. As a result, they express satisfaction and commitment and are willing to perform more beyond their official responsibilities.

During the administration of this study it was revealed significant positive staff appraisal had impact on employee-supervisor relationship, employee personal development, and employee performance. The study found out that most of the respondents reported that after being fairly appraised they find better relationships with their supervisors. Similarly, some employees reported that they focus on their personal development and upgrading skills in the result of performance appraisal as this is the time they know where they are standing.

4.4.1 Effectiveness of Staff Appraisal on HRP at Tanga Public Service College

In this section there were several statements and the respondents who are the staff of Tanga Public Service College were requested to tick the level of agreement or disagreement, based on their attitude towards staff appraisal and Human resources planning, opinion of the staff appraisal and their own satisfaction and engagement with the college.

Based on the available findings it seems that Tanga Public Service College does a good job to make staff aware of the objectives and outcomes of the performance appraisal process. As a large number of employees believe that their appraisal is fair and stimulates their performance which in turn may lead into career development and

growth among employees. There is also a belief that managers and supervisors are handling relatively well the process of feedback.

Table 4.10: Effectiveness of Staff Appraisal on HRP at the College

Statement	Strongly agree	Agree	Undecided	Disagree	Strongly disagree
1. I regularly discuss with my manager on job performance	32%	46%	17%	5%	0%
2 . I clearly understand my manager's feedback and opinions	41%	49%	5%	5%	0%
3. I receive adequate training and information about the performance appraisal cycle before it starts	41%	44%	15%	0%	0%
4. I clearly understand the purpose of performance appraisal	44%	56%	0%	0%	0%
5. Performance appraisal in organization is fair	17%	54%	24%	5%	0%
6. Performance appraisal reflects objectively my performance	27%	41%	29%	2%	0%
7. Performance appraisal makes me better understand what I should be doing	17%	59%	24%	0%	0%
8. Performance appraisal process helps manager/supervisor to manage people better	24%	54%	22%	0%	0%

Source: Field Data

In the second (2) questions related to understanding and clarity of the performance appraisal and feedback there is no single response “Strongly disagree”. Highest number (44%) of respondents indicated on “Strongly agree” replies which implies that all staff of the college understand the objective of staff appraisal “I clearly understand the purpose of the performance appraisal”. All the other 56% respondents have ticked the answer “Agree”, which confirms that the purpose of the performance appraisal process is clear to employees.

The statement, which has received the highest number of “Agree” (61%), is “Performance appraisal influences positively individual performance”. When making

connection with the statement “I clearly understand the purpose of the performance appraisal”, which has received the most “Strongly Agree”, it implies that the respondents believe that the purpose of the performance appraisal can contribute to the improvement of the performance on the organization as well as career development.

The other statements, which have scored over 50% “Agree” replies are „staff appraisal can help staff understand the organization’s strategic priorities” (51%), “Performance appraisal in my college is fair” (54%), “Performance appraisal makes me better understand what I should be doing” (59%) and “Performance appraisal process helps manager/supervisor to manage staff better” (54%). These statements show that Tanga Public Service College makes good use of the performance appraisal, links successfully college-employees objectives, provides right understanding of what people should be doing and is overall perceived as being fair.

Some respondents indicated that they receive adequate training and information about the performance appraisal cycle before it starts” with 85% support (41% “Strongly Agree” and 44 % “Agree”). This statement confirm that the managers and leaders at Tanga Public Service College skillfully provide feedback to employees and also regularly provide comments to staff – “My manager discusses regularly staff job performance with them confirmed by 32% with “Strongly Agree”, 46 % with “Agree” and only 5% with “Disagree”.

The employees at Tanga Public Service College believe in the fair and objective performance appraisal. 27% confirm with “Strongly Agree”, 41% with “Agree” and

only 2% with “Disagree” the statement „Performance appraisal reflects objectively my performance”.

4.5 Factors Affecting the Effectiveness of HRP in the Organization

The study also sought to investigate and establish the relationship between the set budget and Human Resources Planning programmes at Tanga Public Service College. As literature evidences that the major factor affecting effectiveness of the HRP is budget, the study explored from study participants, their views on budget as a factor affecting the effectiveness on HRP. The Results are presented in Table 4.11.

Table 4.11: Relationship between Budget and HRP

Responses	Frequency(N)	Percentage (%)
Strongly agree	10	10
Agree	21	21
Neutral	47	47
Disagree	11	11
Strongly disagree	11	11
Total	100	100

Source: Field Data

Table 4.11 shows that 10 percent out of 100 strongly agreed and 21percent agreed that the budget available was inadequate to cover the staff needs for HRP at Tanga Public Service College, for instance respondents indicated that the budget was not enough to finance staff training and development needs of the institution on annual basis. For instance some respondents complained that allowances (living expenses covered during staff training and development were inadequate. Moreover, the respondents complained about transport problems caused by paltry amount provided during the

staff training and development programmes. On the other hand 47 percent respondents chose abstention, 11 percent disagreed and 11percent strongly disagreed with the statement. Budgetary cuts from government subventions Public Colleges to cut budgets for staff training and development. Overall, the organisation is now focusing on more effectively aligning training with organizational strategy. As one interviewee put it “We are focusing only on what has to be done right now due to budget constraints” (one administrator during interview).

Generally lack of enough financial resources was the most cited challenge in the implementation of HRP especially on the aspects of staff training and development programmes at Tanga Public Service College, Some respondents claimed that some departments had low level of planning skills and thus failed to use optimally the limited budget. The study found that the budget approach which assumes that an organisation’s training efforts are itemized, budgeted for, and their expenditure appropriately recorded was not used in this case. However, the study found that this approach was not used at Tanga Public Service College because of two main reasons as reported by respondents. First, there was no separate budget for staff training and development. It was established that the expenditure for staff training and development comprised a few items or staff training and development items are included under other headings. Second training costs are incurred in the day to day running of the organization, hence difficult to identify and record in the financial statements.

The other factor which was examined on impacting HRP in an organization was the availability of a Written Staff Training and Development Policy. In this factor, the

study investigated whether there was written training policy existed at Tanga Public Service College. The respondents' results are presented in Table 4.12.

Table 4.12: Availability of a Written Training Policy

Responses	Frequency (N)	Percentage (%)
Yes	34	34
No	29	29
I do not know	37	37
Total	100	100

Source: Field Data

Table 4.12, 34 percent of the respondents out of 100 agreed that a written training policy at Tanga Public Service College, where as 29 percent disagreed with the statement on the availability of training policy in their college and 37 percent did not know on the existence of the policy or else accessibility of to the majority of staff. Some of the respondents confessed that they just guessed or relied on hearsay to claim that the college had a training policy. Also other respondents indicated that as they did not witness any training occurring at their workplace, they assumed that there was no training policy.

4.6 Benefits of Implementation of Communication and Feedback

The study sought to examine the benefits of communication and feedback on the HRP process at Public service College in Tanga. The study explored several ways that are used by management to communicate employees' performance and the extent to which feedback impact HRP. Results are as shown in Table 4.13.

Table 4.13: Benefits of Implementing Communication and Feedback on HRP

Statement	Strongly agree	Agree	undecided	Disagree	Strongly disagree
1. The manager recognizes my good job	37%	51%	12%	0%	0%
2. My manager plays a significant role in my career development	32%	41%	22%	5%	0%
3. I am satisfied with the relationship with my manager/supervisor	32%	59%	2%	7%	0%
4. My manager/supervisor is highly capable as manager	29%	41%	29%	0%	0%
5. My manager gives me fair feedback	32%	46%	22%	0%	0
6. My manager/supervisor has reasonable expectations for my work	17%	71%	7%	5%	0%
7. My manager/supervisor is well informed about my work	17%	56%	20%	7%	0%
8. My job fulfils my needs	10%	56%	32%	2%	0
9. I feel proud to work for my college	51%	41%	7%	0%	0%
10. I rank my college higher compared to other colleges/employers	46%	44%	10%	0%	0%
11. I would recommend my college to all my friends	56%	34%	10%	0%	0%

Source: Field Data

The study explored the level of satisfaction and engagement of staff in the organization at the Public Service College in Tanga. The analysis indicates that 59% of the respondents were satisfied with the relationship existed between them and the manager/supervisor. Satisfaction was probably contributed with the tendency of the manager recognizing employees' good job done. Through the analysis of the questionnaire, 37% of staff strongly agreed that recognition by the manager on employees' good job done had a contribution on staff's working habit. On the other side, the employer's belief on the working with the government and its reputation contributed much on working closely to the employees. As a result, respondents associated employer's working habit with some improved working tendencies of the

employees as well. This made 71% of the respondents to agree that closeness built and instituted by managers to their employees meant to improve performance in the organization, hence made employees feel comfortable that 56% of the respondents strongly agree to recommend they are friends to work with the Public Service College.

Recommendation by the 56% of the respondents to their friends on the working environment at Tanga Public Service College made staff to feel proud working at the college as it was demonstrated by the 51% of responses of the participants involved in the study. These facts demonstrate that employees of Public Service College of Tanga feel proud in the organization as 56% indicated that their job enables them to meet their needs. High satisfaction of the employees working in an organization implies that they are likely to stay in the organization for quite long time which in turn, facilitates that HRP would be stable and well managed. A large number of employees of Public Service College in Tanga highly believe that their leader's judgments are fair and objective. It was revealed that 50% of the research respondents agreed that when judged on their job performance with their managers making staff (59%) able to rank their organization highly. Table 4.13 indicates generally that employees were comfortable with their institution as there are very low percentages of responses indicating poor performance of their managers.

The employees also believe that managers and leaders could contribute to their future careers. The view of the employees is evident through their responses as it was realized that 32% of the respondents strongly agreed that managers played a significant role in career development. At the same time, 41% agreed on the role

managers' play to develop employees' professionally. However, during the administration of this study it was revealed that although there is communication and giving of feedback to the employees on matters pertaining to the organization yet staff development is a weak area. Respondents highlighted that the focus on the development of employee as part of staff appraisal process should re-considered and strengthened. Respondents indicated that discussion should allow time both parties to discuss development areas and to design and agree learning interventions that will help staff to address their current skills gaps. One of the respondents' comments:

"I think that staff appraisal should have a greater influence on my career development. There should be a mechanism to reflect not only the personal opinion of the line manager, but of other people (peers, subordinates, higher managers) as well in an objective way of feedback. Performance should be assessed against clearly specified and agreed tasks and targets and not in comparison to the perceived performance of other employees."

In an interview with staff and top managers, communication (both written and oral) and feedback were found to be important in improving organizational efficiency. Table 4.14 indicates responses given on the importance of communication and feedback in an organization.

Table 4.14: Benefits of Communication and Feedback

Response	Respondents	
	Staff	Managers
Help in establishing relationship	50	12
Facilitates informed decision making in various departments	60	13
Efficiently meets needs of customers	50	11
Make employees feel part of the organization	70	15

As Table 4.14 illustrates, majority of the respondents (70 out of 80 staff; all 10 head of departments and 5 out of 9 Managers) viewed communicating plans and all the key organizational activities make employees part of the organization. Moreover, 60 out of 80 staff and 7 out of 10 head of departments as well as 6 out of 9 Managers viewed communication and feedback sharing increases the likelihood of meeting customers' needs. Again, friendship was found was found crucially developed as top managers as well as head of departments interact by giving information related to the work performance in a friendly manner make employees and their managers work in collegial contexts.

According to the employees, communication and feedback provision between those in managerial position and employees (staff) have good opportunities to establish relationships with for fulfilling customers' interests. In meeting customers' needs, one of the staff elaborated that:

Direct interaction between managers and staff allows them to work so that customers' needs are met smoothly as staff would be informed on their duties and customers' needs. The information communicated to them by their managers' work as a stimulant in fulfilling organization purpose which is satisfying customers' interests and need.

They further explain that since they share talks with their managers, the work environment among them become more pleasant and encouraging employees to be active. These responses demonstrate the majority of respondents felt that information giving offered an opportunity to provide feedback and input in departmental decisions, hence positively builds happiness at work. On the other hand, friendly working contexts would help managers able to learn subordinates behaviors for achieving organizational and personal goals.

One of the interviewed managers asserted that:

For me, I like to have feedback from my subordinates though most of them feel shy to give feedback of our performance as an institution. Subordinates fear in giving managers feedback of their performance because they perceive that managers would label them as stubborn employees. As a result, managers work while not much informed about subordinates' feelings of their performance.

As it could be followed through research respondents on the benefits of communication and feedback in organization, it could be observed that majority think that communication and feedback is good for themselves, for their organizations and also for customers they serve. They believe that through feedback, the organizations could improve their service quality or communication behaviors of employees in order to give the best service products to customers.

4.7 Discussion of the Findings

4.7.1 Influence of Career Planning on the Organizational Performance

The current study establish that career planning at the Tanga Public Service College influences different organizational performance ranging from employee retention. The retention of employees is caused by recognition and satisfying human needs at the college as it is important in other organization. It is common that people join a particular organization to fulfill individual needs. As a result, when employees do not quit or leave the organization, it stabilizes organizational functioning, hence retain customers. Therefore, career planning at Tanga College resulted to the increase of student enrolment as student confident that availability of staff would make them receive and benefit from educational programmes. Increased student enrolment because of the availability of staff, influence positively, the number of graduates in the college.

The current study findings mainly the closeness and friendly working environment built by managers at Tanga college are similar to other researchers' findings. For instance, it is reported by Crumpacker and Crumpacker (2007) that employees' retention and increase of students' enrolment were the results of career planning to the organizational performance. Similar results were reported by Crumpacker and Crumpacker (2007) who found out that succession management has become an important talent management initiative at companies around the world. They argued that succession management was a strategic process that minimized leadership gaps for critical positions and provided opportunities for top talent to develop the skills necessary for future roles.

With other companies, succession management was a constant struggle, viewed as an administrative exercise rather than as a competitive advantage. Similarly, Erasmus (2009) found out that succession planning is crucial for the organizations' survival as they depend on the continuous supply of competent, experienced and well trained managers. In addition, Kreitzer et al. (2008) argue that workforce planning was a broad strategy that influenced departments' divisions or agency's entire workforce. In their report, they added that succession planning often works hand in hand with knowledge transfer concepts, since developing new leaders means that the knowledge of current leaders will be shared before retirement, promotion, or other attrition with those who will follow in their footsteps.

Apart from increasing enrolment because of employees' satisfaction, career planning enables the organization as well to have a number of staff who professionally develops by attending some training. As respondents responded, short course was

mostly attended by them or their co-workers as the planners recognised the need for training of their staff. Through short course trainings attended by staff, it made them sharpen their professional conducts, hence increase work efficiency and customer services. This study finding converges with the reality that planning should also be reflective of the training needs of staff. It is practical that training is meaningful to the staff and the organization. For example, Barrett and O'Connell (2001) report that continuing training was found to have a positive effect on career development and growth in the organization. The study findings are in line with the arguments by Collis and Montgomery (1995) in that many organizations feel that their people can advance their career and provide a competitive advantage if they trained on issues related to their daily routine, contribute meaningfully to the organization's performance.

Indeed several studies have indicated that improving basic skills in adult life can improve labour market outcomes (Machin et al., 2001). Also training leads to qualifications received from current or previous employers translate into wage benefits, improved promotion prospects, and reduced likelihood of redundancy for the individual (Blundell et al., 1999). Marcotte (2000) found a positive wage effect emanating from training as the wage premium for training is higher for those with low levels of educational.

4.7.2 The Relationship between HRP and Staff Appraisal in the Organization

Study findings on the relationship between HRP and staff appraisal indicate that a reasonable number of respondents (48%) did not reveal any relationship which exists between HRP and staff appraisal meanwhile, 36 % of the staff involved in the current

study reporting positive relationship. The results of this study tallies with the view reported by Bohlander et al. (2001) that managers and supervisors are poorly trained to conduct effective appraisal practices and feedback provision. Because of lack of precise standards for appraising subordinates' performance, their appraisals often become nondirective and meaningless.

The opposite is argued by Babaei, Ahmad, Idris, Omar and Rahimian (2012) that HRP play a critical role in enhancing employees' organizational citizenship behaviors and firm performance. They report that organizational citizenship behaviors influenced by HRP, mediate the effects of reward and performance appraisal practices on service quality as they impact employees' organizational citizenship behaviors which in turn would affect service quality.

With regard to the effectiveness of the appraisal system, a good number of respondents indicated that they received training on the appraisal system which enabled them to understand the purpose of performance appraisal. As a result, when in discussion with their manager respondents understood the comments as well as opinion given during the feedback sessions. Through training that employees received about the appraisal systems, they become informed and make it relevant to them. Training of staff on appraisal systems while making staff informed about the practice, it make them show cooperation in the appraisal process and make the exercise relevant than a wastage of time (Bintu, 2014).

4.7.3 Factors affecting effectiveness of the HRP in organization

Various factors were identified and examined by the study on their impact on the effectiveness of the HRP in organization. Factors which were focused through

questionnaires were the budget, availability of training and development policy. Though a reasonable number of respondents (47 out of 100) had no response on the impact of budget on HRP in an organization while 37 out of 100 equivalent to 37% also do not know on the availability of training and development policy. Specifically, 21 (21%) of respondents agreed that budget have impact on HRP in an organization and 34 (34%) of respondents shown that training and development policy was available in Tanga Public Service College. Similar to the current study results that budget impacted HRP, the reported by Ngirwa (2006) indicates that accounting system are specifically designed to accommodate the accounting of specialised expenditure such as training and development can afford such an approach. The study as well determined availability of training policy as a factor for HRP in organization. As the study results indicate, 34 out of 100 said yes that policy is crucial in the HRP in an organization while 37 being not informed on the matter.

These findings are similar with the report by Ngirwa (2006) who notes that most African work Organisations do not have staff training policies at their disposal. Similar results were observed by Jacobs (2003) who states that, it is difficult for trainees to understand the way the department works without proper training programmes being put in place. This implies that work organisations without suitable training policies and programmes cannot run HRP programmes successfully. Furthermore, Mbutta (1999) observes that most government organisations lacked staff training policies initiated from within and as a result employee training was poor. The study revealed that important aspects such as planning, implementation and evaluation of staff training, essentials in effective management of HRP programme, were absent.

Kouhy et al. (2009) argues that training is one of the main HRP aspects all organisations conduct training to maximise the benefits reaped from training during HRP management.

Similarly, Beckman (2009) and Pulakos et al. (2000) comment that organisations without viable training programmes would fail to provide employees with frequent opportunities to grow and practice and enhance their capabilities in terms of enhanced employee skills and knowledge. Different to the factors identified by study respondents involved at Tanga Public College, acquisition of the right person to execute responsibilities is another factor pausing serious challenges in organization while retaining the person in the organization (Minika, 2012). The author assets that in securing the right person to work, the more challenging one because is skilled person the industry is open and any organization prefers to possess the right mix of people in the organization to perform the organizational tasks and improve the productivity and profitability. The study found out that organizational structure, employee motivation, culture, and training and development influences human resource planning in the bank.

4.7.4 Benefits of Communication and Feedback in Organization

Just as it has been found through the analysis of data collected by interview and questionnaire, respondents engaged in the current study that communication and feedback in an organization is important. Analysis indicates that respondents indicated proud working with the college, make managers informed about employees performance, feel part of the organization, develop friendly working environment between employees and employers.

As noted by employees, that feeling part of the organization improves on the quality of their work as perceived by their managers/supervisors. Burma (2014) notes that employees' salary, communication with their colleagues and managers, social and regal rights provided by the organization, working conditions, and effects of the organization on employees are human resources managements' area to fulfill increase motivation. Motivation make employees connected to their works and at the same time become more productive and successful on their works.

Communication is the most dominant and important activities in organizations (Harris & Nelson, 2008), helpful in growth of relationships and the functioning as well as the survival of organizations (Berger, 2008). In addition, organizational capabilities are developed and enacted through intensely social and communicative processes (Jones, Watson, Gardner, & Gallois, 2004). The organizational capabilities are enhanced by coordinating individuals and groups activities by communicating goals, socializing with them, making decision, engaging in problem-solving and change-management processes.

Communication is of great benefit as it provides employees with important information about their jobs, organization, environment and each other (Berger, 2008). Without communication in an organization, employees would lose motivation, failure in building trust, fail to create shared identity and spur engagement. Importantly, the author notes that communication in an organization provides a way for individuals to express emotions, share hopes and ambitions and celebrate and remember accomplishments.

Grossman (2016) describes benefits of the good communication in any organization informing that, good communication makes employees understand the big picture and how they fit in the organization while developing feelings of being valued and listened as important part of the team and the organization. Just as the respondents of the current study identified, good communication in an organization make employees becoming more productive and their work being valued resulting into better feeling about their contribution to the organization so they stay on the job and help move the business forward. Through good communication with their employees leaders are better able to understand employee needs and how to meet those needs to motivate, inspire and engage them. The fourth benefit of good communication as Grossman (2016) describes is that managers and organizations would attract, create and retain an engaged workforce though it requires commitment to build the trust and credibility to employees. The last benefit is that to engage employees is a continuous journey requiring the manager to ask the right questions, answer others appropriately, and communicate openly and honestly with employees. This is to argue that communication in any form in an organization is crucial for the attainment of the organizational and individual goals which later translates into the growth of an organization and the surrounding community.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study was principally designed to investigate the staff training and development practices in public sector. Responses from Questionnaires distributed and informal interviews with respondents, using the Public Service College located in Tanga region as a case study most of whom were staff and other officers, generated the required information. This chapter summarizes the findings, draws conclusions based on the findings and makes some recommendations as well as suggest future areas of research.

5.2 Summary of the Main Findings

This study aimed at examining the impact of HRP on organization performance whereby Tanzania Public Service College located in Tanga Region was used as area of study. The study was guided by four research objectives: to examine the extent to which career planning influence the performance of the Organization; to establish the relationship between human resource planning and staff appraisal in the organization; to determine factors affecting the effectiveness of HRP in the organization; and, to identify the benefits of implementation of communication and feedback in the organization with reference to human resource planning. A total of 100 respondents out of the expected 150 respondents were engaged in the study. Supplementary data were also obtained through documentary review. A sample was drawn using purposeful and convenient sampling which draw 100 respondents from Public Service College staffs. Interviews, questionnaires, and documentary review were used to

obtain the needed data. Data analysis procedures used were classification and tabulation of findings to get the results.

5.2.1 Influence of Career Planning on the Organization Performance

The findings revealed that succession planning led to job satisfaction among employees of Public Service College in Tanga hence led to employee's retention, led to the increased student enrollment, increase number of graduates, succession planning motivate employees to perform better. This implies that human resource succession planning plays important role for the organization performance. Several types of training were undertaken as a path for succession palling among staff since they joined the Public Service College in Tanga region. These training include short courses, post graduate diploma, Masters Degrees, diploma, professional course conferences and policy making workshops at regional and international levels.

The results also shows that most of those who attended training more than once were people with high education level and were highly experienced as they had work experience of several years. Most of the respondents, who agreed that they had attended training particularly teaching, the study found that the following procedures were crucial in the approval for staff development training initiated by the organization or individual employee. Upon receiving admission from training institution, the staff is fills in an application form endorsed by his/ her immediate supervisor, and eventually by principal of the college based on the following criteria:- Availability of the budget, time and opportunity to undertake studies training needs identified during performance appraisals agreed upon with one's immediate supervisor and endorsed by divisional director. If nominated and initiated by the

college then the college will bear the full costs. If the course full time and directly to college strategic interests, then government/sponsoring agent will pay full salaries and expenses to the trainees.

5.2.2 Relationship between Training and Career Growth Expectations

The available findings indicate that there is relationship of staff appraisal and employee career development. Findings reveal being fairly and appropriately evaluated by experienced and unbiased rater; the employees express positive attitudes towards HRP at the Tanga public service college. As a result, they express satisfaction and commitment and are willing to perform more beyond their official responsibilities.

5.2.3 Relationship between HRP and Staff Appraisal in an Organization

Based on the available findings it seems that Tanga Public Service College does a good job to make staff aware of the objectives and outcomes of the performance appraisal process. As a large number of employees believe that their appraisal is fair and stimulates their performance which in turn may lead into career development and growth among employees. There is also a belief that managers and supervisors are handling relatively well the process of feedback.

5.2.4 Factors Affecting Effectiveness of HRP in an Organization

Respondents indicated that the budget available was inadequate to cover the staff needs for HRP at Tanga Public Service College, for instance respondents indicated that the budget was not enough to finance staff training and development needs of the institution on annual basis. For instance some respondents complained that

allowances (living expenses) covered during staff training and development was inadequate.

Generally lack of enough financial resources was the most cited challenge in the implementation of HRP especially on the aspects of staff training and development programmes at Tanga Public Service College. Some respondents claimed that some departments had low level of planning skills and thus failed to use optimally the limited budget.

5.2.5 Benefits of Implementing Communication and Feedback

Study respondents identified that communication and feedback was important in the growth and survival of the organization. This fact is associated with the responses that employees and their supervisors develop reasonable expectations about their work, help in understanding each other through recognition of jobs done by employees, and that employees feel comfortable working with managers whom they relate well. Because of good communication with their managers/supervisors, respondents who were the employees highly ranked their college compared to other colleges while strongly agreeing that they would recommend colleagues to work with their college.

5.3 Implications of the Findings

Based on the study findings, some implications could be drawn for improve practices. It is indicated by the study findings that career development mainly through human resource succession planning plays important role for the performance of the organization. Further, employees have positive attitudes towards their organization when there is unbiased evaluation. Importantly, finance is important at developing

employees in their career but also on the daily functioning of an organization. This could make the organization operate while managers being emphasized to be open and interact with subordinates in information sharing and feedback giving.

5.4 Conclusions

Based on the available findings it seems that HR plans and planning are crucial and have positive impact on organisational success as indicated in study especially concerning how they are applied at Tanzania Public Services College in Tanga. They can therefore be used effectively to achieve organisational goals. HR Managers should adopt strategy in their planning to retain and sustain the skilled personnel needed to achieve organisational goals; this can be achieved through motivation and rewards. HR managers, knowing the values and dynamics of motivation, should devise mechanisms in their planning to its best effects. Therefore human resource managers are advised to take a careful look at it when designing their organisational plan.

The fact that the majority of respondents in main sample reported that human resources planning had relationship with chances of promotion highlights the seeming relevance of training to promotion. This could and may indeed affect the motivation and performance of trained staff. For the key informants, the majority of respondents reported that they had been promoted after training. This study concluded that succession planning coupled with training programmes enhanced some staff chances of advancement in the organizational hierarchy.

Effective staff appraisal process is important for HRP in both public and private organizations and it requires good preparation work to be done both by the employee

and the manager. As indicated in the findings that almost all staff at Tanga public service college new the objectives of performance appraisals, therefore, management should make sure that staff know why appraisal exists, what the objectives and what are the expected results are. This means that when this information comes from the top it demonstrates management focus and relevance of the process for the overall company performance.

Employees should be informed, usually by HR department or by their managers, how to prepare for the process of performance appraisal. They should understand the connection between Performance appraisal and the career planning and HRP in general. The Tanzania Public Service College in Tanga should make sure that there is effective communication about staff appraisal and show results are used for succession planning. The management should ensure objective and consistent feedback it should delivers a constructive and honest feedback. It should help employees to understand their strengths and weaknesses and the areas in which they need to improve their performance. Managers should not only be able to give feedback but also to suggest corrective behaviors. Because of its sensitivity the feedback should be given with care, without personal criticism which might hurt the individual.

5.5 Recommendations

Based on the findings of this study, the following recommendations are made:

- (i) Planning for organizational activities is important for recruitment, training or purchasing of resources useful for the improvement of production and services in terms of efficiency and effectiveness.

- (ii) Training and staff development is important in any other organization for survival in the market. Training improves staff effectiveness and efficiency; hence make the organization able to compete in the products it produces as well as having well informed workers. Importantly, training should be conducted in organization to update staff with new practices or allowing staff to search for short or long term training outside their organization while being supported by their employers.
- (iii) Success in the public service college like the one involved in the current study, there should be commitment in allocating, funding and increasing budget for HRP programmes. The provided budget should focus on areas which seem to be crucial for all aspects relating to career development and HRP in general including training and development programmes.
- (iv) The Tanzania public service colleges including the one studied in Tanga, should collaborate with stakeholders such as government and other professional consultants to establish effective policies to govern organizational operations through HRP programmes. In line with operations, policies should stipulate initiative and the need for management to provide further career guidance and counseling.
- (v) The study recommends that trained employees with a track record of good performance should be motivated through various enhanced systems of rewards. Tanzania Public Service College of Tanga recognition for skills and accomplishments should be translated into real terms and positive outcome or gains for trained employees.

- (vi) The study recommends that for the individual, group or organizational prospects, promotion for employees in public organizations should be improved for attainment their hopes and aspirations. This could be achieved by the organizations by addressing and correcting their working mechanisms. This would be meaningful as employees with same level of training are promoted and paid fairly as they have their expectations for working.
- (vii) Feedback provision should as well be improved and implemented as a working means to achieve individual and organizational goals. This would enable managers to obtain reality of the working spirit of the staff and the perception of the staff on manager's practices. This could involve communicating the dates for meeting with staff for sharing experiences related to their daily working.

5.6 Limitations

The study faced some limitations related with data collection. One of the limitations was fear of respondents to engage in the study. Respondents felt that their participation in this study would jeopardise their work. However, their supervisors helped the researcher by asking expected respondents to engage in the study yet did not involve. Secondly, data collection process was limited by bureaucratic working systems of some participants as they claimed to be busy with works. As a result, it took so long for the researcher to complete the exercise of data collection.

5.7 Suggested Area for Further Study

This study focused on the HRP in public service college in Tanga region. It is therefore recommends that:

Another study could be conducted to compare the practices in different public service colleges in Tanzania on the HRP and its impact in organizational operations.

- (i) A study is necessary on the promotion strategies meaningful in promoting working morale of the workers for improved practices and service delivery in public institutions.
- (ii) An in-depth study is needed in the strategies/techniques employed by public managers to communicate needs and goals to their workers/employees in the public organizations and how effective are such techniques in attaining organizational goals.

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APPENDICES

A: Introduction

This is to inform you that I am an MHRM student of Open University of Tanzania, conducting a research on HRP. I am begging you to allow me utilizing your time for filling in this questionnaire especially about Impact of HRP on your organizations. The following questions are aimed at gathering information concerning application of HRP in Organization. The information obtained will form a concrete base in my analysis on HRP effectiveness. It is hoped that once necessary information and explanation are provided would facilitate the completion of this study within timeframe. Information requested will solely be used for academic purposes and not otherwise. Please, do not write your name on any page and read all instructions carefully and answer each question faithfully.

B Instructions

Please for section (A) circle the answer that best describes your choice.

Section A

1. Your position in the Organization
 - (a) Manager
 - (b) Non Manager
2. Your age:
 - (a) Less than 20 years
 - (b) Between 20 – 40 years
 - (c) Between 41 – 50 Years
 - (d) More than 50 years

3. Your department:
4. Sex: (a) Male (b) Female
5. Your level of Education
 - (a) University education
 - (b) Diploma level
 - (c) Secondary School Education
 - (d) Below Secondary Education
6. Your professional qualifications:
7. Do you have knowledge in Impact of HRP?
 - (a) Yes (b) No
8. Do TPSC employees have annual performance objectives?
 - (a) Yes
 - (b) No
9. Did TPSC has enough funds for training for past five years?
 - (a) Yes
 - (b) No
10. Is human Resource Planning conducted at TPSC?
 - (a) Strongly agree
 - (b) Somehow agree
 - (c) Somehow disagree
 - (d) Strongly disagree
11. What things do you think hinders HRP at TPSC?
 - (a) Participation is to low

(b) Funds too low

12. How would you generally rate the effectiveness of HRP at TPSC?

(a) Extremely effective

(b) Fairly effective

(c) Somehow ineffective

(d) Very much ineffective

Section B.

13. On your own opinion what should be done to restore the effectiveness of HRP in respect to competitive market forces? Explain

.....

14. On your own words, what can you say about types of HRP practices in your organization and its contribution to the organization performance? Explain

.....

15. How does HRP process, practiced in TPSC? Explain.....

.....

16. Recruitment and selection is a big problem in most organization in Tanzania.

Do you think it's related with HRP? Yes/no.....

Please explain.....

17. What do you think are the possible causes of poor HPR in various organization

- i.
- ii.
- iii.

18. Do you think there is any relationship between staff appraisal and human resource planning with reference to employee performance? Explain

.....
.....

19. How does organization's management help staff concerning communication and feedback with respect to HRP?

.....
.....

APPENDIX B

INTERVIEW GUIDE FOR NORMAL STAFFS

Sex.....

Marital status.....

Educational level.....

Age.....

Size of your household members.....

Your occupation/professional.....

Your income per month.....

1. Poor performance of the employees is becoming a serious problem in most organization here in Tanzania. What can you say on this issue in relation to HRP?.....

.....

2. What do you think are the causes of poor performance in this organization?

.....

.....

1. Did you undergo any training with respect to your activities? Yes/No...

If yes, does it bring effect to you?.....

How?.....

3. What are your views between educational level and organization performance?

.....

.....

4. Is there any link between transfer of the employees and their performance? Please explain

5. What do you think are the contribution of promotion to employee Performance in this organization.....

6. In your own words, what do you think can be done to reduce poor utilization of resources and insufficiency production in your organization with reference to HRP?
.....
.....

THANK YOU FOR YOUR COOPERATION